

Message Text

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SUBJECT: FIFTH COMMITTEE; PERSONNEL QUESTIONS - OTHER

PERSONNEL QUESTIONS (A/C.5/1601)

OVERALL GUIDANCE

1. IN GENERAL WE FIND SYG REPORT THIS SUBJECT SOUND AND DIRECTED TOWARD IMPROVING UN PERSONNEL PROGRAM. WE WOULD, HOWEVER, LIKE GREATER EMPHASIS ON ESSENTIALITY OF PRODUCTION AND DISCIPLINE IN INTERNATIONAL CIVIL SERVICE.

2. USDEL HAS MAXIMUM FLEXIBILITY IN DETERMINING EXTENT TO WHICH US SHOULD INTERVENE, DRAWING ON FOLLOWING ANALYSIS.

BASIC STRUCTURE OF SECRETARIAT

3. RESPONDING TO JIU RECOMMENDATIONS 1, 14 AND 16 AND AMS RECOMMENDATIONS 4, 5, 13, 14, 25, 27, 28 AND 32, THE SYG MAKES THE FOLLOWING COMMENTS:

A. VOCATIONAL OR OCCUPATIONAL GROUPS

SYG AGREES WITH THE PREMISE THAT THE OCCUPATIONAL UNCLASSIFIED

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GROUP STRUCTURE SHOULD SERVE AS THE BASIS FOR MANAGING SECRETARIAT STAFF AND THAT WITHIN EACH SUCH GROUP, LEVELS

OF QUALIFICATIONS SHOULD BE DEFINED AND A CLEAR RELATION-

SHIP ESTABLISHED BETWEEN LEVEL OF QUALIFICATION AND GRADE.

JOB CLASSIFICATION

B. SYG AGREES THAT A JOB CLASSIFICATION SYSTEM SHOULD BE ESTABLISHED IN OFFICE OF PERSONNEL SERVICES AND REQUESTS GA AUTHORIZE HIM TO RECRUIT TWO CLASSIFICATION EXPERTS TO DEVELOP THE SYSTEM AND TRAIN THE EXISTING STAFF IN THIS WORK.

C. STANDARD DESCRIPTION OF QUALIFICATIONS AND STANDARD JOB DESCRIPTIONS

THE SYG AGREES WITH THE RECOMMENDATIONS THAT SUCH STANDARD DESCRIPTIONS BE DEVELOPED AND USED AND, PENDING THE ESTABLISHMENT OF A JOB CLASSIFICATION SYSTEM, HAS ALREADY TAKEN STEPS TO STANDARDIZE THE DESCRIPTIONS USED FOR RECRUITMENT TO SECRETARIAT POSTS.

D. RESTRUCTURING OF THE GENERAL SERVICES CATEGORY AT HEADQUARTERS

SYG, IN EFFECT, AGREES WITH RECOMMENDATIONS THAT THE PRACTICE OF PROMOTING GENERAL SERVICE PERSONNEL TO PROFESSIONAL POSTS SHOULD BE DISCONTINUED; UNLESS THEY CAN QUALIFY ON A COMPETITIVE BASIS. SOME RESTRUCTURING OF THE GENERAL SERVICE CATEGORY IS NECESSARY TO PROVIDE REASONABLE ADVANCEMENT OPPORTUNITIES. ACCORDINGLY, A WORKING GROUP WITH STAFF PARTICIPATION HAS BEEN ESTABLISHED TO STUDY THIS MATTER AND IS EXPECTED TO REPORT TO THE SYG BY THE END OF 1974 TO PERMIT HIM TO TAKE FOLLOW-UP ACTION IN EARLY 1975.

4. SYG'S PROPOSALS IN ACCORD WITH OUR THINKING EXCEPT:
(A) IF HE IS SERIOUS WE BELIEVE HE CAN EASILY PROVIDE TWO POSITIONS FOR CLASSIFICATION EXPERTS FROM CURRENT STAFFING AUTHORIZATION; (B) RE GS RESTRUCTURING WE BELIEVE UNCLASSIFIED

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SYG SHOULD REFER TO ACABQ ANY SCHEME HE PROPOSES TO ADOPT WHICH HAS FINANCIAL IMPLICATIONS.

RECRUITMENT

5. RESPONDING TO JIU RECOMMENDATIONS 2-5, 13 AND 15 AND AMS RECOMMENDATIONS 7-12 AND 15-24, THE SYG MAKES THE FOLLOWING COMMENTS:

A. LONG-RANGE RECRUITMENT PLAN

SYG AGREES THAT A LONG-RANGE RECRUITMENT PLAN NEEDED AND IS IN PROCESS OF IMPLEMENTING ONE.

B. CANDIDATES ROSTER

SYG REPORTS THAT JIU AND AMS RECOMMENDATION FOR A CENTRAL ROSTER OF CANDIDATES FOR PROFESSIONAL POSTS IN THE SECRETARIAT AND FOR EXPERT POSTS HAS BEEN CARRIED OUT. HE ALSO POINTS OUT THAT THE ROSTER DOES NOT YET CONTAIN ENOUGH CANDIDATES, PARTICULARLY FROM UNDER-REPRESENTED COUNTRIES.

C. COMPETITIVE EXAMINATIONS AND COMPETITIVE SELECTION

SYG REPORTS ON EFFORTS MADE TO RECRUIT ON BASIS OF COMPETITIVE EXAMINATIONS. HE POINTS OUT THAT SINCE THE NUMBER OF STAFF TO BE RECRUITED IS LOW, THE AREAS OF RECRUITMENT EXTENSIVE, AND THE TECHNIQUES OF WRITTEN EXAMINATIONS SO DIVERSE, FURTHER EXPERIMENTATION WILL BE REQUIRED BEFORE DECIDING WHETHER TO USE COMPETITIVE EXAMINATIONS ON A WIDER BASIS.

6. RE PARA 5 ABOVE WE BELIEVE SYG'S APPROACH TO COMPETITIVE EXAMINATIONS REASONABLE AND LOGICAL. ON OTHER HAND, JIU RECOMMENDATION ON THIS SCORE TOO ELABORATE IN VIEW OF STAFF TO BE RECRUITED.

7. CONCERNING RECRUITMENT TO HIGHEST POSTS SYG REPORTS HE DOES NOT INTEND TO ADOPT JIU RECOMMENDATION WHICH CALLS FOR SYG TO SECURE AT LEAST THREE NOMINATIONS FOR EACH POST
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AT UNDER-SECRETARY AND ASSISTANT SECRETARY GENERAL LEVEL AND THAT A MINIMUM OF TWO GOVERNMENTS BE ASKED TO NOMINATE CANDIDATES. HE ALSO NOTES JIU RECOMMENDED THAT 60 PERCENT OF THE D-2 LEVEL POSTS AND 70 PERCENT OF THE D-1 POSTS BE RESERVED FOR STAFF WITH AT LEAST 10 YEARS OF SERVICE IN THE INTERNATIONAL CIVIL SERVICE. HE MAKES NO RECOMMENDATION ON THIS POINT, BUT POINTS OUT THAT IT IS THE POLICY TO ENSURE, WITHOUT PREJUDICE TO THE RECRUITMENT OF FRESH TALENT, THAT FULL REGARD IS GIVEN TO STAFF ALREADY ON THE ROLLS FOR PROMOTION TO D-1 AND D-2 POSTS.

8. WE AGREE WITH SYG THAT THE JIU'S RECOMMENDATION WITH RESPECT TO THE SELECTION OF CANDIDATES FOR USG AND ASG LEVEL POSTS IS OVERLY RESTRICTIVE. THERE ARE TIMES WHEN QUALIFICATIONS OF A PARTICULAR CANDIDATE SO OUTSHINE THOSE OF OTHERS AS TO MAKE IT A FRUITLESS EXERCISE TO IN-

SIST ON SEVERAL CANDIDATES FOR EACH POST. MOREOVER, IT MAKES LITTLE SENSE TO RAISE HOPES OF ADDITIONAL CANDIDATES WHEN THEY STAND NO CHANCE OF BEING SELECTED. SO FAR AS THE "PANEL OF WISE MEN" SUGGESTED BY THE JIU IS CONCERNED, WE ASSUME SYG SOLICITS WHATEVER ADVICE HE REQUIRES IN

DECIDING WHOM TO APPOINT. INSTITUTIONALIZING THIS, AS SUGGESTED, WOULD SERVE NO USEFUL PURPOSE.

9. WITH RESPECT TO RESERVING 60 PERCENT OF D-2 POSTS AND 70 PERCENT OF D-1 POSTS FOR STAFF WITH AT LEAST TEN YEARS SERVICE, WE BELIEVE IT CLEARLY DESIRABLE TO HAVE PROMOTIONAL HEADROOM FOR UN CAREERISTS. ON OTHER HAND, WE DO NOT FAVOR THE ADOPTION OF A RIGID PERCENTAGE TO ACHIEVE THIS END. AS MATTERS NOW STAND, WE NOTE THAT 68 PERCENT OF THE D-1'S AND 44 PERCENT D-2'S ARE SERVING ON PROBATIONARY APPOINTMENTS OR PERMANENT APPOINTMENTS. UNDOUBTEDLY, MOST OF THESE ARE CAREERISTS BUT ASSUREDLY THOSE ON PROBATIONARY APPOINTMENTS HAVE NOT SERVED IN THE INTERNATIONAL CIVIL SERVICE FOR TEN YEARS. IT WOULD SEEM SUFFICIENT TO SPECIFY THAT POSTS AT THIS LEVEL, WHENEVER POSSIBLE, SHOULD BE FILLED BY INTERNAL PROMOTION OR TRANSFER. SYG SHOULD BE ALERT TO THE NECESSITY OF BRINGING FRESH TALENT INTO THE ORGANIZATION IF SUCH TALENT IS BETTER THAN THE INTERNAL CANDIDATES. IN UNCLASSIFIED

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SHORT, THIS MATTER IS BEST LEFT TO THE DISCRETION OF THE SYG. IT SHOULD ALSO BE NOTED THAT A REQUIREMENT FOR TEN YEARS SERVICE IS UNNECESSARILY LONG AND DOES NOT TAKE INTO ACCOUNT EXCELLENCE OF PERFORMANCE.

10. RE RECRUITMENT OF GENERAL SERVICE STAFF AT HEAD-QUARTERS

SYG AGREES WITH AMS RECOMMENDATION THAT RECRUITMENT FOR GENERAL SERVICE STAFF BE CONDUCTED IN OTHER PARTS OF THE UNITED STATES AND NOT CONFINED TO THE NEW YORK AREA. HE PROPOSES TO INSTITUTE SUCH RECRUITMENT CAMPAIGNS IN 1975, AS RESOURCES PERMIT, AND TO REQUEST WHATEVER ADDITIONAL RESOURCES ARE NECESSARY FOR 1976 AND 1977. WE SEE THIS AS EXCELLENT PROPOSAL WHICH SHOULD BE IMPLEMENTED. THE DEPARTMENT WOULD BE HAPPY TO ASSIST THE UN BY INTERFACING THE U.S. CIVIL SERVICE COMMISSION AND THE STATE EMPLOYMENT SERVICE.

11. RE APPOINTMENT OF STAFF, SYG HAS CONSIDERED JIU RECOMMENDATION (NO. 13) ON "ALTERNATING SECONDMENTS" AND, HAS CONCLUDED HE SHOULD NOT MOVE TO INTRODUCE SUCH A SYSTEM. WE AGREE WITH THE SYGS POSITION. PROPOSED SYSTEM OF ALTERNATING SECONDMENTS POSES PROBLEMS, BOTH LEGAL AND CONCEPTUAL, SO FAR AS THE U.S. SECONDMENT

POLICIES ARE CONCERNED. FYI THE LAW (TITLE 5, U.S. CODE) PERMITS FEDERAL EMPLOYEES TO SERVE WITH INTERNATIONAL ORGANIZATIONS FOR UP TO FIVE YEARS, AND IN EXCEPTIONAL CASES FOR UP TO EIGHT YEARS. THIS ENABLES US TO MAKE SIGNIFICANT INPUTS INTO THE ORGANIZATIONS. UNDERLYING

CONCEPT IS THAT THE TRANSFERRED EMPLOYEE REMAINS A CAREER FEDERAL EMPLOYEE AND THAT IT IS NOT POSSIBLE TO BE A CAREER EMPLOYEE IN TWO DIFFERENT SYSTEMS. THE JIU RECOMMENDATION WOULD REVERSE THIS AND HAVE THE INDIVIDUAL A CAREER INTERNATIONAL CIVIL SERVANT WHO WOULD BE SECONDED TO HIS GOVERNMENT. END FYI.

12. ON SAME SUBJECT (RECRUITMENT OF STAFF) SYG OPPOSES JIU RECOMMENDATION (NO. 15) REGARDING A NEW TYPE OF APPOINTMENT TO BE USED TO HIRE A LIMITED NUMBER OF UNCLASSIFIED

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SPECIALISTS, ON NON-RENEWABLE FIXED-TERM APPOINTMENTS, AT SPECIAL REMUNERATION RATES. A SYSTEM FAIRLY SIMILAR WAS IN OPERATION IN 1961-1962. HOWEVER, MOST OF PERSONNEL HIRED UNDER THIS PROGRAM WERE RECRUITED AT LEVELS EQUIVALENT TO D-1 AND D-2 AND APPOINTED UNDER AUTHORITY WHICH THE SECRETARY-GENERAL ALREADY HAD AT THAT TIME AND WHICH HE STILL POSSESSES. THE GROSS SALARY FOR THE TOP STEP OF D-2 IS 42,360 DOLLARS, EXCLUSIVE OF POST DIFFERENTIAL, DEPENDENCY GRANT AND OTHER ALLOWANCES. THIS COMPENSATION PACKAGE WOULD SEEM SUFFICIENT TO ATTRACT THE LEVEL OF PERSONNEL REQUIRED AND SINCE THERE IS ALREADY AUTHORITY FOR THIS TYPE OF APPOINTMENT, WE AGREE WITH SYG THAT THIS RECOMMENDATION IS UNNECESSARY.

13. ON SAME SUBJECT, SYG AGREES WITH RECOMMENDATION OF AMS THAT REVIEW BY THE APPOINTMENT AND PROMOTION BOARD OF JUNIOR PROFESSIONALS WHO WERE SELECTED BY COMPETITIVE MEANS SHOULD NOT BE NECESSARY. WE CONCUR.

STAFF MANAGEMENT

14. IN THIS SECTION SYG COMMENTS ON JIU RECOMMENDATIONS 6-12 AND AMS RECOMMENDATIONS 25-46, AS FOLLOWS:

15. ASSIGNMENT PLANNING AND CAREER DEVELOPMENT: SYG IS IN BROAD AGREEMENT WITH MOST OF THE RECOMMENDATIONS MADE BY JIU AND AMS ON ESTABLISHMENT OF A CAREER DEVELOPMENT SYSTEM ALONG OCCUPATIONAL LINES. HOWEVER, HE WANTS TO TEST PROPOSED SYSTEM OF CAREER PLANNING COMMITTEES AND IS ESTABLISHING ON AN EXPERIMENTAL BASIS A COMMITTEE FOR ONE OCCUPATIONAL GROUP. HE REJECTS THE SUGGESTION THAT A PERSONNEL INSPECTORATE BE ESTABLISHED SINCE HE BELIEVES FUNCTION COULD BE CARRIED OUT BY THE PROPOSED CAREER PLANNING COMMITTEES. SO FAR AS THE PERIODIC

REPORTS (PERFORMANCE EVALUATION REPORTS) ARE CONCERNED, HE HAS ESTABLISHED A TASK FORCE TO ADVISE HIM AND EXPECTS TO HAVE REPORT SOON.

16. WE BELIEVE SYG'S NEGATIVE REACTION (SUMMARIZED PARA 15)

TO ESTABLISHMENT OF A PERSONNEL INSPECTORATE PROBABLY
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VALID. COST ALONE RAISES SERIOUS QUESTION. ON PERIODIC REPORTS WE SHOULD ASK SYG TO REPORT AT THE NEXT GA ON THE SYSTEM HE ADOPTS. WE HOPE THAT THE SYSTEM WILL NOT BE ALONG THE LINES OF THE RECOMMENDATION OF THE JIU, SINCE THAT PROPOSAL LEAVES MUCH TO BE DESIRED.

17. PROMOTION: SYG SEES MERIT IN AN ARRANGEMENT WHEREBY PROMOTION REVIEW FUNCTION WOULD BE EXERCISED BY CAREER PLANNING COMMITTEES, WITH THE APPOINTMENT AND PROMOTION BOARD MONITORING OPERATIONS OF THE COMMITTEES TO ENSURE CENTRAL STANDARDS ARE MAINTAINED. A WORKING GROUP HAS BEEN ESTABLISHED TO ADVISE HIM WITH RESPECT TO THE APPOINTMENT AND PROMOTION MACHINERY. IN LIGHT OF GROUP'S RECOMMENDATIONS, AND RESULTS OF EXPERIMENTAL CAREER PLANNING COMMITTEE, SYG WILL DECIDE IN 1975 WHAT CHANGES TO MAKE IN PRESENT PROMOTION ARRANGEMENTS.

18. ON ABOVE ITEM, SYG'S APPROACH IS IN LINE WITH OUR THINKING AND GENERALLY FOLLOWS JIU RECOMMENDATION NO. 12. HE DOES NOT ADDRESS HIMSELF SPECIFICALLY TO AMS RECOMMENDATION (NO. 24) WHICH PROPOSES THAT P-3'S BE PROMOTED WITHOUT REFERENCE TO PROMOTION MACHINERY. WE DO NOT SUPPORT THIS RECOMMENDATION. DURING PERIOD 6/30/73-6/30/74, THERE WERE 61 APPOINTMENTS AT P-3 LEVEL, REPRESENTING ALMOST 25 PERCENT OF THE TOTAL APPOINTMENTS. IF ONE WERE TO EXCLUDE THE P-1/2 LEVEL APPOINTMENTS, THE P-3'S REPRESENTED SOME 37 PERCENT OF THE TOTAL APPOINTMENTS. SINCE THIS IS SUCH A LARGE CATEGORY, AND SINCE THEY WOULD NOT BE SELECTED COMPETITIVELY, THE "CHECK AND BALANCE" AFFORDED BY THE EXISTING OR PROPOSED APPOINTMENT MACHINERY SEEMS DESIRABLE.

19. TRAINING: SYG REJECTS JIU RECOMMENDATION NO. 6 WHICH PROPOSES A PRE-RECRUITMENT TRAINING SCHEME FOR PURPOSE OF TRAINING CANDIDATES FROM THE LEAST-PRIVILEGED COUNTRIES FOR SERVICE IN THE UN OR IN THEIR OWN NATIONAL SERVICES.

20. ON ABOVE ITEM; SYG'S REACTION IS IN LINE WITH OUR THINKING. IF IT IS A DESIRABLE END TO TRAIN CANDIDATES FROM THE LDC'S FOR UN OR NATIONAL SERVICE POSTS, THIS SHOULD BE TECHNICAL ASSISTANCE RESPONSIBILITY RATHER THAN
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OFFICE OF PERSONNEL SERVICES.

21. ON SAME SUBJECT (TRAINING) SYG AGREES WITH JIU RECOMMENDATION NO. 10 AND AMS RECOMMENDATION NO. 34

WITH RESPECT TO INTENSIFYING IN-SERVICE TRAINING PROGRAMS. HOWEVER, HE POINTS OUT THAT UN HAS REACHED THE LIMIT OF WHAT CAN BE ACCOMPLISHED WITH PRESENT RESOURCES, GIVEN THE FACT THAT THE BULK OF THE TRAINING RESOURCES ARE DEVOTED TO LANGUAGE TRAINING.

22. RE PARA 23 WE SUPPORT THE PRINCIPLE THAT SECRETARIAT COULD USE A COMPREHENSIVE IN-SERVICE TRAINING PROGRAM TO ENABLE IT TO EFFECTIVELY EXECUTE ITS DUTIES. BUT SINCE PROGRAM WOULD BE EXPENSIVE BOTH IN BUDGETARY SENSE AND IN TERMS OF STUDENT TIME SPENT AWAY FROM WORK, CARE MUST BE TAKEN IN DEVELOPING PROGRAM TO ENSURE THAT IT IS TRULY MEANINGFUL. CAREFUL MONITORING OF THE PROGRAM WILL ALSO BE NECESSARY TO ENSURE THAT TRAINING FUNDS ARE NOT WASTED ON MARGINAL TYPES OF TRAINING OR ON INDIVIDUALS WHO WILL NOT BE ABLE TO APPLY THEIR NEW KNOWLEDGE TO THE BETTERMENT OF THE ORGANIZATION. IN DEVELOPING AN IN-SERVICE TRAINING PROGRAM, SECRETARIAT MUST DRAW ON EXPERIENCE OF NATIONAL SERVICES.

23. THE SYG AGREES WITH AMS RECOMMENDATION NO. 36 THAT A TRAINING PROGRAM SHOULD BE DEVELOPED FOR ALL NEWLY RECRUITED JUNIOR PROFESSIONAL STAFF MEMBERS AND INTENDS TO IMPLEMENT THIS PROPOSAL. HOWEVER, SO FAR AS THE "JUNIOR PROFESSIONAL TRAINEE PROGRAM" IS CONCERNED, THE PROPOSAL TO TRAIN RECENT GRADUATES FOR THEIR OWN NATIONAL SERVICES SHOULD BE RECOGNIZED FOR WHAT IT IS, A FORM OF TECHNICAL ASSISTANCE.

24. SPEAKING TO JIU RECOMMENDATION NO. 11 (INTEGRATED COMPUTER-BASED PERSONNEL INFORMATION SYSTEM) SYG POINTS TO PROGRESS MADE THUS FAR.

25. RE DELEGATION OF AUTHORITY THE SYG AGREES WITH AMS CONTENTION THAT PRESENT EXERCISE OF PERSONNEL MANAGEMENT RESPONSIBILITIES IS TOO HIGHLY CENTRALIZED. HE HAS INITIATED A REVIEW OF MATTER WITH OBJECTIVE OF DELEGATING
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AS MUCH AUTHORITY AS POSSIBLE TO THE OFFICERS MOST DIRECTLY INVOLVED IN PERSONNEL ADMINISTRATION. WE WISH TO SEE RESULTS OF REVIEW BEFORE TAKING A POSITION.

26. WE WILL ENDEAVOR TO COMMENT ON SECTIONS V AND VI OF A/C.5/1601 SHORTLY. INGERSOLL

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